

LONDON LSIP STAKEHOLDER ENGAGEMENT SUMMARY

March 2026

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IN PARTNERSHIP WITH
MAYOR OF LONDON



Funded by
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WHAT IS THE LSIP?

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- Local Skills Improvement Plans (LSIPs) are an employer-led initiative funded by Skills England. Every English region now has an LSIP, and they play a key role in tackling skills shortages by bringing employers, educators and other key stakeholders together to create a blueprint for transforming the skills system to meet local needs. The London LSIP launched summer23.
- BusinessLDN is proud to be leading the Greater London LSIP in co-leadership with the GLA. Our work is delivered in partnership with the Capital's business community — The Federation of Small Businesses London (FSB), London Chamber of Commerce and Industry, The Confederation of British Industry London (CBI), and West London Business — as well as its sub-regional partnerships — Central London Forward, Local London, South London Partnership, and West London Alliance.



WHERE DOES THE LSIP FIT IN?

- BusinessLDN are working with the GLA as part of the new co-leadership model on the new LSIP – this involves aligning the LSIP to London's Growth Plan and the new Inclusive Talent Strategy (ITS).
- The LSIP's main purpose is to identify employer skills needs in the Capital's priority sectors as identified in the London Growth Plan, and to identify actions that will improve how these needs are met through training at levels 1-8, moving us towards a more successful employer led London skills system.
- The Mayor's Inclusive Talent Strategy has a whole system focus – skills, employment, inclusion, further and higher education, immigration. To support this Strategy, the GLA is moving to an employer led structure with new sector boards.
- The LSIP will feed into and influence the ITS and structure in a two-way relationship.
- Nationally, LSIPs provide critical regional skills data and a strong employer voice to feed into Skills England and government policy making.
- LSIPs are well placed to help facilitate a collaborative/cross government approach to employment and skills.



WHY OUR LSIP WORK MATTERS

“The London LSIP is a landmark publication”, Baroness Jacqui Smith, Skills Minister, March 2025

Employers regularly rank skills & talent as a top three business issue. Yet skills supply doesn't match employer demand. The LSIP is a major data driven programme that seeks to change that, aiming to match the skills that businesses need with those being delivered by education providers.

Now in its third year, the LSIP is starting to make a difference, but progress is slow given system complexities and there's more to do. Achievements to date include:

- **Curriculums better aligned** to LSIP priorities
- **Training programmes co-created** between business and educators
- State of the art training and skills facilities co-designed with business and funded through LSIP capital investment. For example, **Capital City College Group** creative studios for podcasting, and **West London College** developed the West London Retail Skills Hub in Westfield.
- A new business support service, **Grow London Local**, helping SMEs navigate the skills system
- A **stronger employer focus** from the GLA on the training they fund and commission

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THE LSIP SUPPORTS THE GLA'S NEW EMPLOYER-LED SYSTEM

- The London Growth Plan
- The Inclusive Talent Strategy
- The Inclusive Talent Delivery Group
- Sector Talent Boards
- Pan London and Sub Regional Hubs

**OVERVIEW OF THE
2026 LSIP
EVIDENCE BASE**

CONSULTATION AND DATA SETS USED

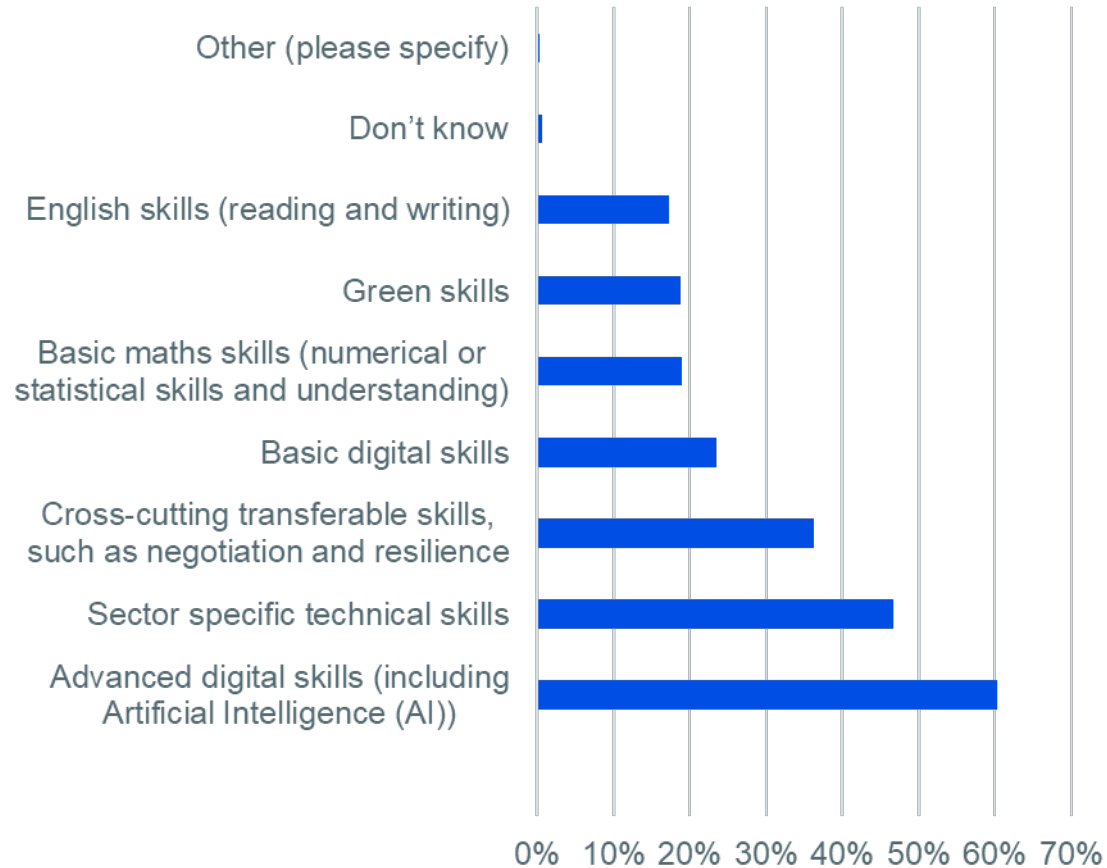
To produce the 2026 LSIP we have made use of several data sources including:

- **GLA Economics evidence base**
- **Business LDN consultation events with employers, providers and other key stakeholders**
- **A survey of over 2,000 employers in London**
- **A survey of HE/FE providers in London**
- **Interviews with providers and employers**
- **SRP insights**
- **The London Growth Plan and Inclusive Talent Strategy**
- **Skills England data and reports**
- **Third-party data and reports**

OVERVIEW OF THE PROVIDER AND EMPLOYER SURVEYS

BUSINESS SURVEY – KEY TAKEAWAYS

Which skills or capabilities is your business currently lacking?



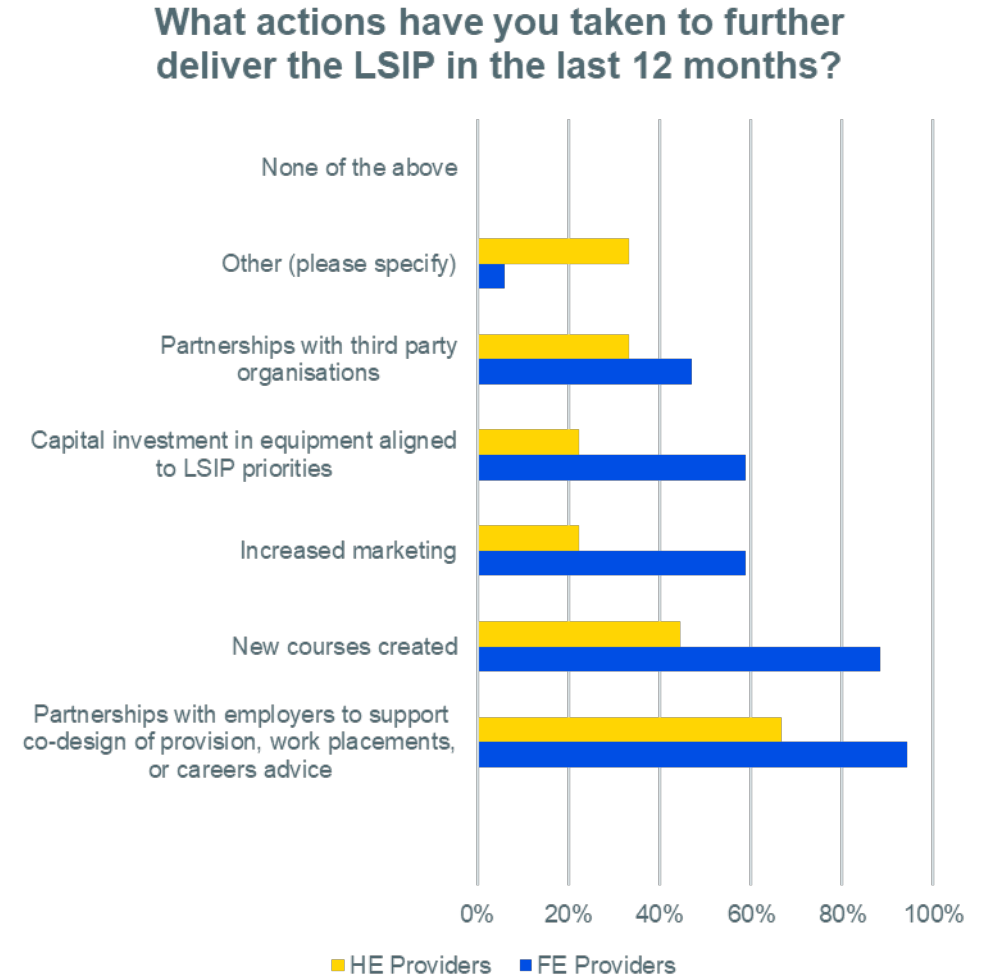
Key findings include:

- Fewer struggling to fill vacancies
- Missing technical and advanced skills
- Staff cuts expected in the short term
 - Cost-cutting and AI are reducing demand for entry- / mid-level roles
- “Significant” skills gaps have increased
 - Driven by shortages in advanced digital / AI
- >75% highlighted advanced digital skills as increasingly important

PROVIDER SURVEY – KEY TAKEAWAYS

Key findings include:

- FE and HE providers are **partnering with employers** and most **introduced new courses**
- The biggest LSIP achievements reported were
 - Improved **employer engagement**
 - **New and expanded courses**
 - **New learning facilities** (for HE in particular)
- Employer–provider **co-design** of training has improved, and most also report more **flexible training** provision.
- FE providers view LSIP impact very positively, but a 1/3 of HE reported limited impact
- All providers reported **expanding their offering of AI training and green and carbon-literacy training**.



**SKILLS NEEDS KEY
FINDINGS**

SECTOR KEY FINDINGS

Built Environment

Shortages for inspection roles and certain skilled trades
Demand for tall building construction roles
FE staffing shortages and sector-readiness gaps

Creative

Demand pressure on specific crafts in the film and theatre industries
Lack of awareness of funding and government support
Fragmented sector dominated by SMEs

Health and social care

Shortages in specialist healthcare roles and core entry-level roles into social care.
Need standardized AI-ready competencies.
Reformed funding models
More modular and flexible training through continuous employer-provider co-design

Hospitality

Demand pressure highest in hotel roles, bar and coffee shop staff and key restaurant roles.
Clearer career pathways and improved connection between providers and employers needed.
Significant demand for short, accessible courses.

Life Sciences

Shortages in specialist technical and science roles.
High job postings for sales accounts and business development manager roles
Graduates can lack industry-ready skills.

Financial, Business and Professional Services

Shortages in tax and insurance roles and entry level analyst and adviser roles
Sectors are more exposed to AI - 78% of financial services roles and 63% of professional services roles.

KEY CROSS-CUTTING SKILLS NEEDS

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Digital

- **45% of job adverts in London** explicitly request digital skills (**5% specifically AI-related expertise**)
 - **Demand for AI related skills has risen rapidly in the past 18 months**
- **Many still struggle** to use basic software or operationalise workplace-specific digital skills.
- Challenge around **critical thinking skills when using AI** and the importance of training to address it.

Green

- Green skills roles now account for **6% of job adverts in London**, up from 4% in 2019.
 - Growing demand in **retrofit, energy efficiency and electrification** within construction.
- Key challenge remains **the shortage of teaching expertise available to train these skills**
 - As well as the **uncertainty of future demand**

Labour market inclusion

- **Many of the challenges raised in LSIP 1 persist**
 - Including: **transport costs, post-pandemic work preferences, the affordability** of lower-paid in-person roles, **digital poverty, rigid funding models** and the need for **community-based outreach**.

OVERVIEW OF EMERGING ACTIONS

HEADLINE ACTION THEMES

- The London LSIP's headline action themes for 2026 - 2029 are:
 1. Strengthen transferable, digital & AI, and green skills.
 2. Build clear, inclusive pathways into and across priority sectors.
 3. Expand modular, stackable, and flexible training.
 4. Strengthen employer engagement
 5. Increase access to work experience and employability support.
 6. Enhance strategic coordination and labour market insights.

KEY ACTIONS: GENERAL THEMES

Advanced digital capabilities need boosting, with a particular focus on AI.

Employer engagement and enablement: developing strong partnerships between providers and employers to co-design training and better match provision to demand for skills. Also supporting access to training through frameworks.

Increased flexibility of training is still essential, particularly for sectors such as health and social care, creative and hospitality. This could include bootcamps, short courses, modular provision.

Support for SMEs to access training was specifically mentioned for creative, hospitality and digital skills, but is applicable across most of the sectors.

Simple and consistent regulations are called for after a period of rapid changes to the policy landscape.

Creating and promoting career pathways into key sectors.

Youth employment: focusing on key career pathways and strengthening careers education to improve youth employment and skills.

Inclusive talent: improving inclusivity through supported employment programmes and inclusive pathways, and more flexible training and education options.

KEY ACTIONS: SECTOR THEMES (1)

Digital themes

- Embed essential digital skills across funded provision (as per LSIP priorities).
- Advanced digital capabilities focus centred on AI.

Green skills themes

- Improved ability to attract and retain teachers with the required expertise – requires more stable funding provision / clarity on the sector's future direction.

Hospitality themes

- Stronger focus on transferable and digital skills: the sector is relatively less exposed to AI but continues to struggle with training the existing workforce.

KEY ACTIONS: SECTOR THEMES (2)

Health and social care themes

- Improved training funding models, in particular for bootcamp funding models, which were said to disadvantage smaller providers and specialist training organisations.
- Shared simulation facilities: maximize use of FE/HE resources for practical training.
- Collaborative models for employers: develop networks for SMEs to access training and bid for funding collectively.
- Recognition frameworks: create systems to validate soft skills and prior experience, especially for displaced workers.
- Standardisation of qualifications in social care: a portable qualification along with a skills and competency framework that is recognised by all care providers, as well as standardising names of various roles in social care and how this aligns to a workforce pathway.

Life sciences themes

- Cohort-based training models: to address the gap between FE capabilities and SME needs.
- Support for entrepreneur and innovation skills: critical in a sector driven by venture capital. Could be strengthened through the Growth and Skills Levy.

**OVERVIEW OF
SUB-REGIONAL PARTNERSHIP (SRP)
LSIP CONSULTATION FINDINGS
MARCH 2026**

CENTRAL LONDON FORWARD CONSULTATION SUMMARY

Central London context

- Central London is a core driver of the UK economy
- Central London's economy is highly dependent on its globally significant financial and professional services sector, particularly in the City of London.
- The labour market faces structural challenges
- Employment statistics in Central London have mirrored similar patterns across London



Local skills needs

Employers consistently identify:

- **Basic and transferable skills:** communication, leadership, operations, problem-solving
- **Digital and AI-related skills:** essential across finance, life sciences, and creative tech
- **Specialist technical skills:** including biochemistry and clinical research skills in life sciences, and regulatory and analytical competencies in financial services



Priority sectors

Financial Services

The sector employs 410,000 people in Central London and continues to grow, driven by green finance and transformational digital change.

Life Sciences

A rapidly expanding 'frontier innovation' sector, supported by Central London's role within the UK's 'golden triangle'.

Visitor Economy & Hospitality

Despite London's strong tourism sector, hospitality faces chronic skills shortages, particularly in customer service, leadership, and chef roles.



Financial Services

- Central London has long been a world-leading centre for financial services, and it is the largest sector in the capital by employment
- While financial services is a highly-paid sector in comparison to the average across London, it is less diverse and unrepresentative of London
- Key aspect of the work to tackle skills gaps in this sector also needs to be about attracting people who are younger, female and from ethnic minority backgrounds

Skills in Demand in the Finance Sector

Central
London
Forward



Technical

- 1 Finance
- 2 Accounting
- 3 Auditing
- 4 Financial Statements
- 5 Invoicing

Transferable

- 1 Communication
- 2 Management
- 3 Detail Oriented
- 4 Operations
- 5 Leadership



Life sciences

- Life Sciences is a new sector included in the London Growth Plan, as part of 'frontier innovation'
- The sector is expected to continue growing over the next decade
- The growth of life sciences in Central London has been highly supported by local government

Skills in Demand in the Life Sciences Sector

Central
London
Forward 

Technical

- 1 Project management
- 2 Clinical trials
- 3 Biology
- 4 Auditing
- 5 Clinical research

Transferable

- 1 Research
- 2 Communication
- 3 Management
- 4 Leadership
- 5 Innovation



Visitor economy

- London was the third most visited city in the world in 2024, with tourism contributing more than 10% of the capital's GDP in 2022
- Skills shortages are prominent in the sector, in particular basic skills such as communication and leadership.
- The sector also struggles with poor working conditions, making it harder to attract good staff.

Skills in Demand in the Hospitality Sector

Central
London
Forward



Technical

- 1 Restaurant operation
- 2 Food safety & sanitation
- 3 Cooking
- 4 Food preparation
- 5 Housekeeping

Transferable

- 1 Communication
- 2 Customer service
- 3 Detail oriented
- 4 Management
- 5 Operations



Actions

The LSIP has highlighted a range of skills gaps in key sectors in Central London.

The most prominent of these has been a focus on transferable skills, such as communication, and digital skills, in the age of AI.

The LSIP will inform and support the delivery of a sub-regional skills hub in Central London

CLF will aim to tackle these by:

- Supporting the delivery of basic and transferable skills provision
- Co-ordinating demand for digital skills across key sectors with skills providers to create pathways
- Advocating the growth of the life sciences sector across Central London, co-ordinating local authorities' contributions and supporting collaboration.

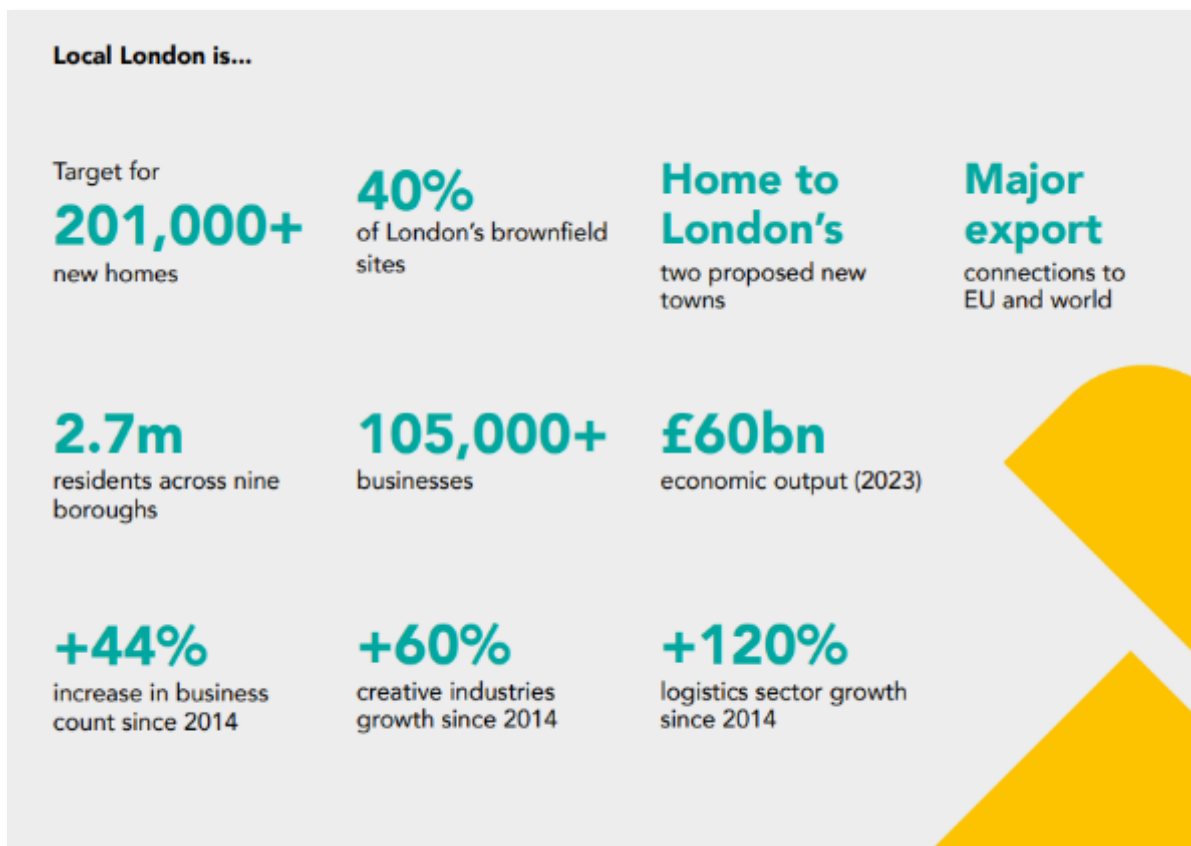


LOCAL LONDON CONSULTATION SUMMARY



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LOCAL LONDON AT A GLANCE



- Largest and fastest-growing London sub-region
- 2.7m residents, 40% of London's land, half of its developable space
- Strategic links: UK Innovation Corridor + Thames Freeport
- £60bn annual economic contribution
- Employment rate 74% with major borough disparities

LOCAL LONDON PRIORITY SECTORS

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CONSTRUCTION



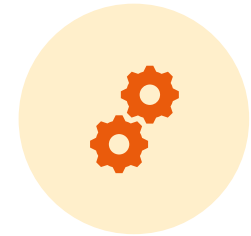
CREATIVE



HEALTH & SOCIAL
CARE



TRANSPORT &
LOGISTICS



MANUFACTURING

Construction, Creative and Health and Social Care align with London LSIP priority sectors and align with Local London's sector focused hub.

LOCAL LONDON INDUSTRIES

Manufacturing, construction and production

- | | | |
|---|-----------------------------------|-----------------------------------|
| 1 great cambridge road & martinbridge industrial estate | 4 harold hill industrial estate | 7 dagenham dock & thames freeport |
| 2 montagu industrial estate | 5 royal docks enterprise zone | 8 west thamesmead & plumstead |
| 3 blackhorse road | 6 barking riverside & thames road | 9 belvedere industrial area |

Utilities, infrastructure and logistics

- | | | |
|-------------------------------|-----------------------------------|---------------------------------|
| 1 brimsdown industrial estate | 4 becton riverside | 7 riverside energy park |
| 2 edmonton ecopark | 5 dagenham dock & thames freeport | 8 erith riverside |
| 3 hainault business park | 6 charlton riverside | 9 cray valley business corridor |

Innovation, communications and technology

- | | | |
|-------------------------------------|----------------------------|-------------------------------------|
| 1 innova park & innovation corridor | 4 dagenham east | 7 abbey wood |
| 2 olympic park innovation district | 5 digital peninsula | 8 penge & beckenham digital cluster |
| 3 royal docks digital district | 6 woolwich & royal arsenal | 9 london biggin hill |

Retail, culture and creative industries

- | | | |
|--|----------------------------|-----------------------|
| 1 blackhorse road creative enterprise zone | 4 romford town centre | 7 bexleyheath |
| 2 walthamstow central | 5 stratford & olympic park | 8 penge creative hub |
| 3 ilford town centre | 6 greenwich maritime | 9 bromley town centre |



LOCAL LONDON INSTITUTIONS

1 barnet and southgate college	8 new city college, redbridge	15 greenwich learns
2 capel manor college, enfield	9 mary ward centre	16 london south east colleges, greenwich
3 capital city college, enfield	10 newham college, stratford	17 london south east colleges, bexley
4 waltham forest college	11 our newham learning & skills	18 learning and enterprise college, bexley
5 waltham forest adult learning service	12 the adult college barking & dagenham	19 bromley adult education college
6 leyton college	13 barking and dagenham college	20 london south east colleges, orpington
7 redbridge institute of adult education	14 new city college, ardleigh green	

Universities and higher education

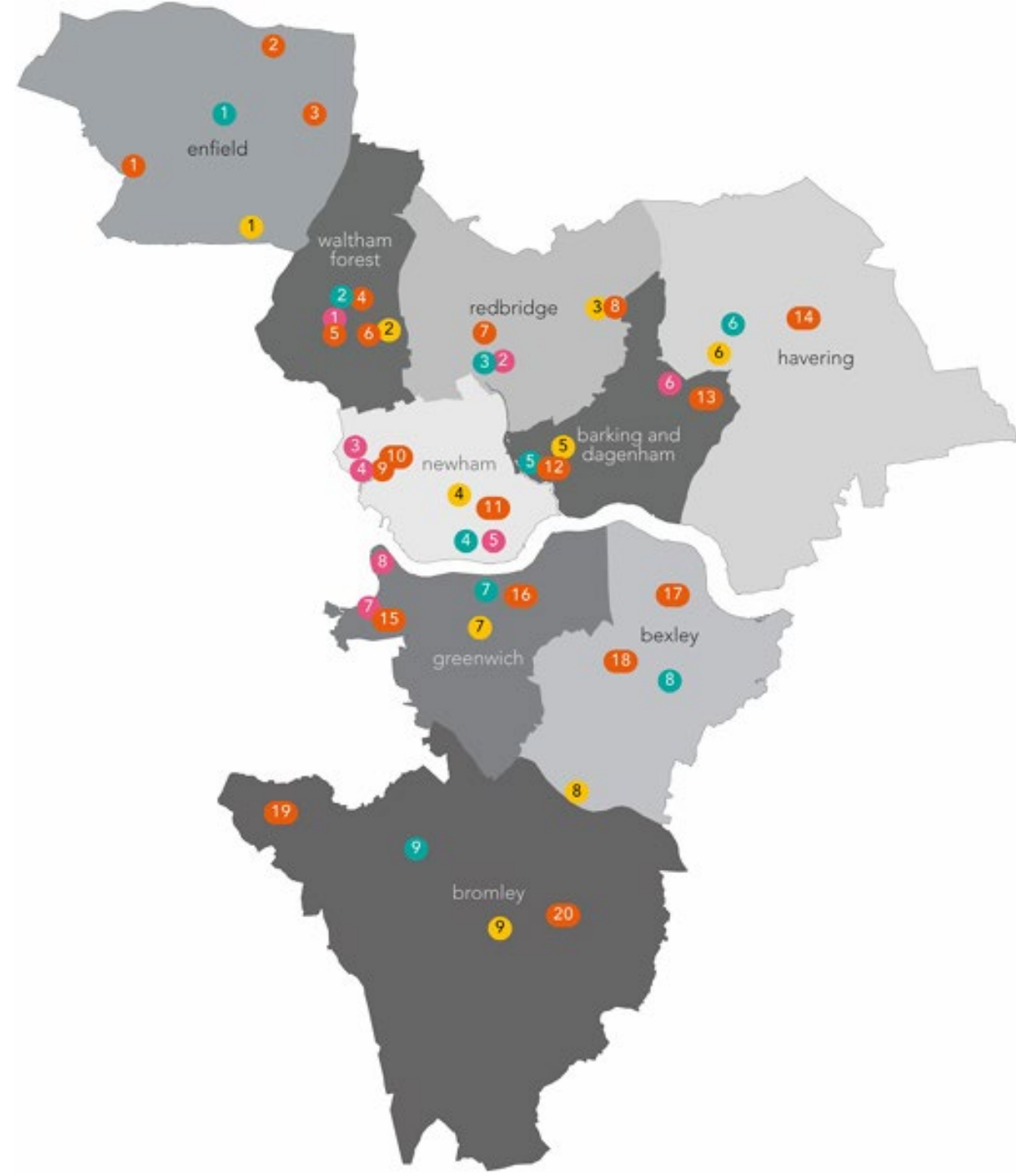
1 university of portsmouth, london	4 university of huddersfield london	7 university of greenwich
2 queen mary university of london, ilford	5 university of east london	8 ravenbourne university london
3 ucl east	6 coventry university london, dagenham	

Hospitals and health services

1 north middlesex hospital, enfield	4 newham hospital	7 queen elizabeth hospital, greenwich
2 whipps cross university hospital	5 barking hospital	8 queen mary's hospital, sidcup
3 king george hospital, goodmayes	6 queen's hospital, romford	9 princess royal university hospital, bromley

Town halls and civic centres

1 enfield civic centre	4 newham dockside	7 woolwich town hall
2 waltham forest town hall	5 barking town hall	8 bexley civic offices
3 redbridge town hall	6 havering town hall	9 bromley civic centre



CROSS-CUTTING SKILLS THEMES

- Digital & AI, and green skills shortages across sectors
- Transferable/employability skills gaps: communication, teamwork, resilience
- Ageing workforce impacting key sectors and boosting youth employment
- Integrating skills, work and health interventions
- Boosting access to flexible training and skills



CURRENT ACTIVITY EXAMPLES

- 20 LSIF immersive learning labs + 11 green/renewables facilities
- Green Skills Academy across boroughs, FE, HE, employers
- Street Works Training Centre (NCC & Kenson Highways)
- Creative sector programmes: Good Growth Hub, STEP traineeships
- NCC designated as London's only CTEC
- Thames Freeport logistics innovation + £3m Community Skills Fund



LSIP PRIORITIES 2026–2029

- Simplified, more navigable skills system
- Clear Labour Market Intelligence (LMI) for residents, employers, providers
- Work experience expansion in priority sectors
- Boost participation & completion rates in education, especially in STEM
- Strengthen all-age careers pathways
- Support underrepresented groups to access skills and work
- Create sector Task & Finish Groups (construction, creative, health/social care)



SOUTH LONDON PARTNERSHIP CONSULTATION SUMMARY



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Introducing the South London Partnership

The South London Partnership is a sub-regional collaboration of five London boroughs: Croydon, Kingston upon Thames, Merton, Richmond upon Thames and Sutton.

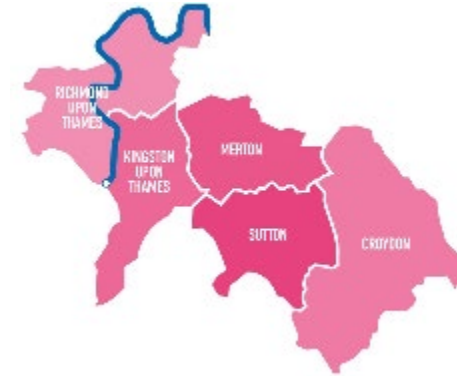
Our vision

South London Partnership is committed to securing a skills system that:

- equips our young people and all our residents with relevant skills, versatility, adaptability and resilience to secure sustainable employment and support their wider wellbeing throughout their lives, and
- supports the growth and productivity of the sub-regional economy, ensuring that existing and future employers can access a ready pool of suitably qualified, resilient workers and can secure learning and training to support their workforce and business development.

Our priorities

- Support all residents towards or into work and to progress through their career
- Increase employer participation and investment in skills
- Align the skills offer to our growth and strategic sectors



“Empowering residents across South London to unlock their maximum potential by removing barriers, driving innovation, and creating equitable opportunities. Through collaboration and shared commitment, we will transform lives, improve mobility, and connect people to skills and employment support that make a real difference. Together, we focus on growth, impact, and making things happen—building a system that supports everyone to be the best they can be.”

This Is South London



£38BN

GVA regional economy



1.2M

Residents



0.5M

People in employment



55%

Educated to degree level



55,000

Businesses



WORLD LEADING

Research & teaching institutions



WELL LOCATED

Between the UK's two busiest airports



£13BN

Natural capital value



GLOBAL COMPANIES

eBay, Unilever, D&G, Lidl, Coty



ICONIC VENUES

Sporting, cultural & heritage assets



THRIVING & DIVERSE

High streets, retail & nightlife



EXCELLENT EDUCATION

From primary to university



HISTORIC PALACES

Gardens & estates



DIVERSE & WELCOMING

Communities



ABUNDANT PARKS

Green & blue spaces



What does the South London Partnership do?

shaping input into
the health and care
landscape

supporting residents
into employment &
to develop new
skills

building
understanding,
creating networks,
forging relationships

supporting
businesses to
innovate and grow

improving digital
and transport
connectivity

supporting
transition to net zero

LSIP in South London?



South London Skills & Employment PARTNERSHIP CHARTER		
		
Who are we Under the leadership of the <u>South London Skills and Employment Alliance</u> , the Skills and Employment partnership charter brings together a collaborative of employers, training providers, employment support organisations and Local Authorities that make up the skills and employment system in South London.		
Vision By signing the South London Skills and Employment partnership charter we are coordinating and collaborating on the action we commit to take to make the boroughs of the Royal Borough of Kingston and the London Boroughs of Croydon, Merton, Richmond and Sutton great places to live, learn and work. Working in partnership we will build a more responsive skills and employment system that builds on growth and is shaped by the voice of business and industry that gives South Londoners the skills they need to work and opportunities for businesses to thrive. We recognise that the skills environment is ever changing so we will be agile and responsive to ever shifting skills needs in the region. South London will have generated and engaged employers working in partnership with responsive training providers. Our commitment will have resulted in actions to a coherent skills and training offer that is built on employers' insight and partnership. We will, together, deliver the ambition of the South London Skills and the London Local Skills Improvement Plan and respond to the needs of the London Growth Plan and Skills England strategy.		
Commitments		
We are	We will	By
A partnership	Actively work in partnership, sharing resources and knowledge. Have a staff who can navigate the skills and employment system.	- Engaging with local employers as training providers - Building relationships with colleges, training providers and individuals - Participating in external advisory groups as required - Establishing links to private and business and industry - Staff to join joined the skills and employment collaborative network
Agile and responsive	Engage with the design of a South London shared skills curriculum. To get involved when needed and to change when we feel it is in emerging fields.	- Demonstrating how we have progressed a shared curriculum defined with the South London Skills and Employment Partnership - Formulating pathways of progression from further education to higher education (level 4 onwards) - Responding to annual surveys from South London Partnership and assessing progress the South London Partnership system per year - Providing training and support to the local skills needs (local providers) - Informing skills providers about emerging and future skills needs (partnership)
Initiators	Of all work and training providers to meet the needs of and provide benefits to our communities and residents. Committed to building diversity and improving outcomes for all. Provide good work for South Londoners.	- Working together to deliver and achieve demonstrable engaging with our communities and those that support residents - Review and implement changes to training and recruitment to support increasing diversity in the workforce - Offer support (financially or otherwise) to where possible - Being a Diversity Champion at organisation - Adopt to good and fair work practices such as the UK's Good Work Standard and Good Business Charter - Assess our own employment practices through employment support organisations, job centres and career guidance
Sustainable	Improve employability of young people and adults with additional education needs.	- Providing work experience with shadowing and work trials for students - Achieving the 100% Employment Standard - Offer career apprenticeships from level 1 onwards - Support mental and career events
Why? As signatories we - Have pride and actively invest in South London as a great place to live, learn and work - Improve the skills and employability of people by being more responsive and agile - Take action to meet economic productivity and inclusive growth - Understand our role in meeting the skills provision and employment support programmes delivered in South London - Understand our role and the part we play in an employment and skills system that responds to local needs and concerns a workforce equipped with the skills to get jobs now and in the future - Do not have our own sector commitments and are well placed to apply for funding		
Signature: _____ Date: _____ 		



LSIP refresh: journey to date

Delivery of SL annex 2023-2026

- SL S&E Alliance, Charter, LSIF f projects, Education Group SL, summits and events
- Delivery on 36 actionable priorities

Stakeholder Engagement

- 614 stakeholders in 3 months
- Events, summits, 1-1s
- November 2025- January 2026

Annex Drafting and Testing

- Skills and Employment Alliance, Chief Executives, Education Group South London

Pan London LSIP integration

- London LSIP
- Action plan
- March – May 2026

Pan London governance

- BusinessLDN, GLA, DfE

Design and publication

- Concise version
- Data sharing
- To be published June 2026

Key Challenges Facing Our Workforce

- Economic inactivity and rising unemployment
- Skills and talent mismatch, essential skills earned through experience
- Navigating a complex talent system
- Youth unemployment and youth transitions
- New technologies and AI disruption

South London's Priority Sectors

Health, Care and
Life Science

Construction,
Engineering, and the
Built Environment:
Nature and Net Zero

Visitor Economy:
Retail & hospitality

Creative and Digital
(previously
Information &
Communication)

Education (South
London only)

South London's Key Themes



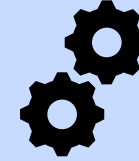
Youth Employment

- Youth pathways developed via Youth Guarantee Trailblazer & Careers Hub
- Embed careers education in priority sectors
- Expand early careers routes into work (work experience, apprenticeships, T-levels etc)



Work Experience

- Modern work experience models and standardises job trials
- Stronger vocational routes to careers
- Create more opportunities to earn essential skills through experience



Employer Engagement & Support

- Strengthening partnerships across business and education
- Coordinating employer outreach
- Making it easy to navigate the talent system
- Maximising social value and s106



Inclusive Talent

- Creating talent pathways for all
- Promotion of inclusive recruitment and retention practice
- Specific and focused support



Future-Ready: Workforce security and opportunity

- Identifying and equipping people with skills so they are future ready, e.g. AI, green skills
- Embedding future skills across curriculums
- Supporting business innovation and career pathways into good jobs

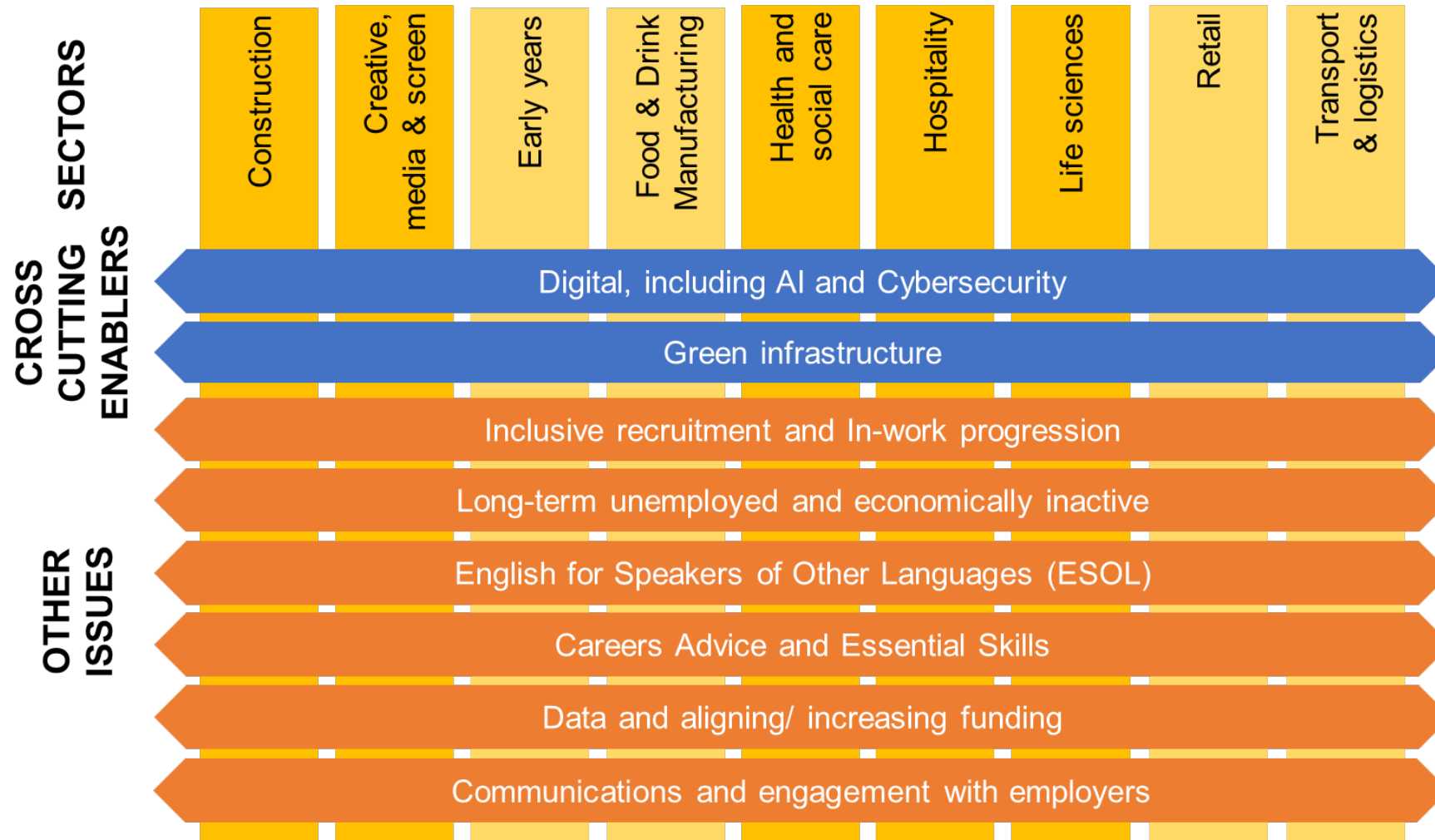
WEST LONDON ALLIANCE / BUSINESS CONSULTATION SUMMARY

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SECTOR FOCUS FOR WEST LONDON: LOCAL SKILLS IMPROVEMENT PLAN 2



PRIORITY SECTOR RATIONALE

Sectors

Construction	4.6% of local workforce
Creative, Media & Screen	8% of local workforce
Early Years	1% of local workforce; but if we do not improve labour supply the wider impact of a lack of affordable early years childcare will hold parents back from re-entering labour market
Food & Drink Manufacturing	2% of local workforce; but sector in West London more than twice as large as sector across the whole of London
Health and Social Care	12.3% of local workforce
Hospitality	7.9% of local workforce
Life Sciences	0.5% of local workforce; but strategically important, overweight compared to London and often source of high-quality employment
Retail	9% of local workforce
Transport & Logistics	10% of local workforce

Cross-cutting enablers

Digital, including AI and Cybersecurity	8% of local workforce
Green infrastructure	0.6% of local workforce; but critical in supply of energy and water to economic growth and sustainability

Combined these sectors span 63.9% of West London's workforce

Food & Drink Manufacturing



Overview

In 2024 there were 18,600 employees in West London's food and drink sector, accounting for 2% of employment (1 in 50 employees). Ealing had the largest number, around 7,000 (6% employment), followed by Brent with nearly 5,000 employees (4% employment). The sector in West London is more than twice as large as the sector across the whole of London (0.7% employment) and relatively larger than in the country as a whole (1.3% employment).

Between 2024 and 2035 employment in the food and drink sector in West

- Mature its governance and launch the L3 Food & Drink Maintenance Engineer Apprenticeship in 2026.
- Explore modular training in Robotics Maintenance with employers (using Growth & Skills Levy); this may require additional flex from DfE.

workers (100 per year).

Recruitment & Retention Challenges

The manual roles that are hardest to fill are technical and support roles and professional/ highly skilled specialists (both flagged by 32.6% of responding establishments). Why are they hard to fill? A lack of suitable applicants with required skills (50% of responding applicants) is the dominant driver behind hard to fill manual vacancies. This is followed by "don't know" by an unusually high 26.1% of respondent organisations; this might imply a need for the sector to engage more in the wider community.

Skills Gaps

56.7% of respondent establishments report some or significant gaps in skills and capability for manual roles. Looking ahead over the next 2-5 years most

needed skills are: advanced digital skills including AI and sector specific technical skills. England language skills have also been cited by some employers as a key area of need.

Best practice and the Way Forward

West London Institute of Technology (WL IoT), supported by partners, has established the [WL IoT Food & Drink Innovation & Skills Hub](#). The hub will:

- Mature its governance and launch the L3 Food & Drink Maintenance Engineer Apprenticeship in 2026.
- Explore modular training in Robotics Maintenance with employers (using Growth & Skills Levy); this may require additional flex from DfE.

				Ref
Transport & distribution clerks/ assist.	4134	Supply Chain Practitioner (FMCG) L3		ST0201
Engineering Technicians	3113	Eng., manufac., processing & control T-level L3		FC49
		Food & Drink Maintenance Engineer L3		ST0195
		Refrigeration... Engineering Technician L3		ST0322
Engineering Professionals	2129	Food Industry Technical Professional L6		ST0197
Quality Assurance Technicians	3115	Food Industry Technologist L3		ST0198
		Improvement Practitioner L4		ST0192
Production... supervisor	8160	Team Leader L3		ST0384
Production mangers...	1121	Operations Manager L5		ST0385



Retail

Overview

In 2024 the retail sector in West London employed 85,000 employees (9% of total employment); in London and England 7.1% and 8.2% respectively. In all boroughs except Hillingdon and Hounslow, retail makes up around 10-11% of total employment, while in Hillingdon and Hounslow the proportions are 6-7%.

2.5%, to reduction

Recruitment

The non-specialist roles (26% (42.3%)), competition

Skills

66.1% of and capabilities most need specific to negotiating

- Seek to sustain careers advice piloted by Youth Careers Collective and embedding by JCP on site.
- Further test the potential for hosting L7+ CPD provision onsite with the British Retail Consortium, and a pilot entry-level flexi-Apprenticeship scheme for new entrants to retail.

- Continue to develop the jobs board as a key vehicle for employer engagement and the opening up of entry-level routes to employment.
- Seek to sustain careers advice piloted by Youth Careers Collective and embedding by JCP on site.
- Further test the potential for hosting L7+ CPD provision onsite with the British Retail Consortium, and a pilot entry-level flexi-Apprenticeship scheme for new entrants to retail.
- Explore the potential for hub 'spokes' that extend to Heathrow and Brent Cross, promoting retail as a career in both of these anchor locations.

Best practice and the Way Forward

[West London Retail Skills Hub](#), a partnership between Westfield, West London College and Youth Careers Collective launched with private-public investment catalysed by the previous LSIP. Looking forward we will:

- Continue to develop the jobs board as a key vehicle for employer engagement and the opening up of entry-level routes to employment.

Shopkeepers and Owners - Retail and Wholesale	7131	Trade supplier L2		ST0334
Sales Supervisors - Retail and Wholesale	7132	Sales Executive L4		ST0572
Marketing and Commercial Managers	2432	Business to Business Professional L6		ST0423

and Brent
ations.
e when

	Ref
	ST0072
	ST0071
	ST0810
	ST0683A
	ST0683B
	ST0325
	ST0547

Transport & Logistics



Overview

In 2024 there are around 98,000 employees working in the transport and logistics sector in West London (10% employment). Hounslow and Hillingdon had the largest numbers of employees in the sector, at nearly 37,000 in each borough (23% employment in Hounslow and 19% in Hillingdon). In Ealing and Brent the sector accounts for 9,100 and 7,100 employees respectively (7% and 6% of total employment). Home to Heathrow, the UK's single largest site

of employment, the sector is a major employer in the area. The sector is relatively time stable, with employment levels remaining high in 2023.

Re

The response and Low number of suitable applicants (52.5%) and not enough interest in roles (37.5%). This would suggest, rather like Food & Drink manufacturing, the sector may need to become more proactive in reaching out into the local community.

Skills Gaps

58.9% of respondent establishments report some or significant gaps in skills and capability for manual roles. Looking ahead over the next 2-5 years most needed skills are: advanced digital skills, including AI, followed by basic digital skills.

Best practice and the Way Forward

The Logistics Careers & Skills Hub (led by West Thames College) was

established following the completion a feasibility study funded through the first LSIP. Looking forward we will:

- Broaden the hub's scope to include Transport and providing independent advice & guidance to businesses and intermediaries (e.g. JCP).
- Deploy strategies through the hub to fill gaps in provision – this needs to be supported by GSL flex for short, stackable, job-ready modules rather than being restricted to long Apprenticeship programmes.
- Promote training pathways, and develop provider infrastructure when

first LSIP. Looking forward we will:

- Broaden the hub's scope to include Transport and providing independent advice & guidance to businesses and intermediaries (e.g. JCP).
- Deploy strategies through the hub to fill gaps in provision – this needs to be supported by GSL flex for short, stackable, job-ready modules rather than being restricted to long Apprenticeship programmes.

			Ref
			ST0257
			ST0259
			ST1394
			ST1438
			ST0647
Managers in Transport and Distribution	1241	Passenger Transport Operations Manager	ST0337
		Railway Operations Manager L6	ST1441
		Express delivery manager (degree) L6	ST0471
Managers in Logistics	1243	Supply chain leadership prof. (degree) L6	ST0548
Vehicle Technicians, Mechanics and Electricians	5231	Motor vehicle service and maintenance technician (light vehicle) L3	ST0033
		Bus and coach engineering technician L3	ST0067
		Heavy vehicle service and maintenance technician L3	ST0068
		Motorcycle technician (repair and maint.) L3	ST0376



Green infrastructure

Overview

The green infrastructure sector employed around 5,500 employees in 2024 in West London, accounting for 0.6% of total employment, the same as across London as a whole, but lower than the national figure of 1%. With 7GW of additional power from the National Grid, S... workforce. On a... commissioned a... Oak/ Park Roya... and operational... West London is...

Recruitment

The manual role... (33.3%), profess... (22.2%). Why a... responding appl... vacancies. This... competition from...

Skills Gaps

The manual/tec... maintenance are needed at more than twice the average level in the green infrastructure sector, and the other skills with above average needs are related to equipment and technology.

Looking ahead over the next 2-5 years sector specific technical skills, advanced digital skills including AI, and transferable skills are "most needed" by 40% of respondents.

Best practice and the Way Forward

Since 2022 the West London Green Skills Hub (hosted by West London College and funded by the Mayor of London's Green Skills Fund)

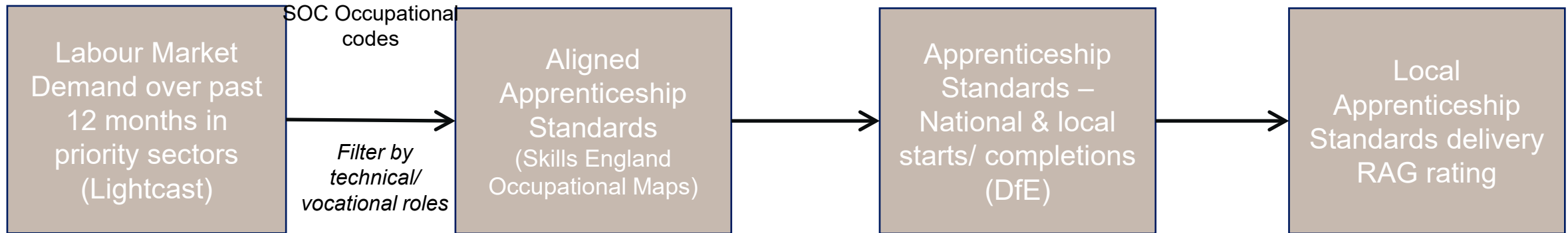
Noting the volatile demand/ public policy landscape for retrofit, in West London in the coming years we will prioritise mapping and advocating the employment and progression pathways in Clean Energy and Water. We will also seek to leverage Engineering UK's priority schools/ colleges list to maximise employer engagement in settings with the greatest need.



develop provider including:

Op Standard		Ref
Heating repairers	5315	Heat network maintenance technician  ST1308
Health & safety managers & officers	3582	Safety, Health and Environment Technician L3  ST0550
Engineering technicians	3113	Engineering Technician L3  ST0457
Power system engineers	2123	Electrical Power Networks Engineer L4  ST0475
		Electro-mechanical Engineer L6  ST0672

SECTOR RECOMMENDATIONS DEVELOPMENT PROCESS



Where there is low take-up of Apprenticeship standards there will need to be granular follow-on work, as part of LSIP delivery, to understand whether this is due to:

- funding levels;
- a lack of demand consolidation;
- lack of promotion to employers;
- delivery models including rolling onboarding;
- a need for flexi-Apprenticeship delivery supported by an ATA;



Established
standard that
needs to be
sustained



Standard that is
starting to
establish and
needs to grow



Possible
development
opportunity for a
local provider

National
2024/25

West London
2024/25



Local Volumes relative to
potential Labour market
demand RAG:

G = c.5% of West London
labour market demand (job
postings) being met by *both*
Starts and Achievements

A = Either Starts or
Completions reaching c.5%
of West London labour
market demand

R = Neither Starts nor
Completions reaching c.5%
of West London labour
market demand

Light grey - Demand
unknown

*West London (Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon, Hounslow) & Neighbours (Westminster, Kensington and Chelsea, Wandsworth, Spelthorne, Richmond upon Thames)

WL provider capacity RAG

R = None | **A** = Insufficient | **G** = Good

Green (Apprenticeships 2024/25)

LDN

Level 6 (Degree)



Level 4 (HNC)



Level 3 (A-Level) (T-Level)



West London: 1 - HRUC | 2 - London Underground | 3 - South Thames Colleges

Nationally: 4 - BAE Systems | 5 - Blackpool and the Fylde College | 6 - British Army | 7 - GLP Training | 8 - Loughborough College | 9 - National Grid | 10 - Northern Powergrid (Yorkshire) | 11 - Penshaw View Training | 12 - RHG Consult | 13 - Royal Navy | 14 - University of Nottingham | 15 - University of Warwick

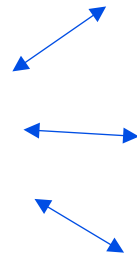
MAYOR'S INCLUSIVE TALENT STRATEGY (ITS) AND DELIVERY IN WEST LONDON

West London Skills & Employment Board



West London Skills Hub

- Advanced digital skills, AI and data centres
- Green infrastructure (clean energy)
- Hospitality
- Screen industries and creative tech



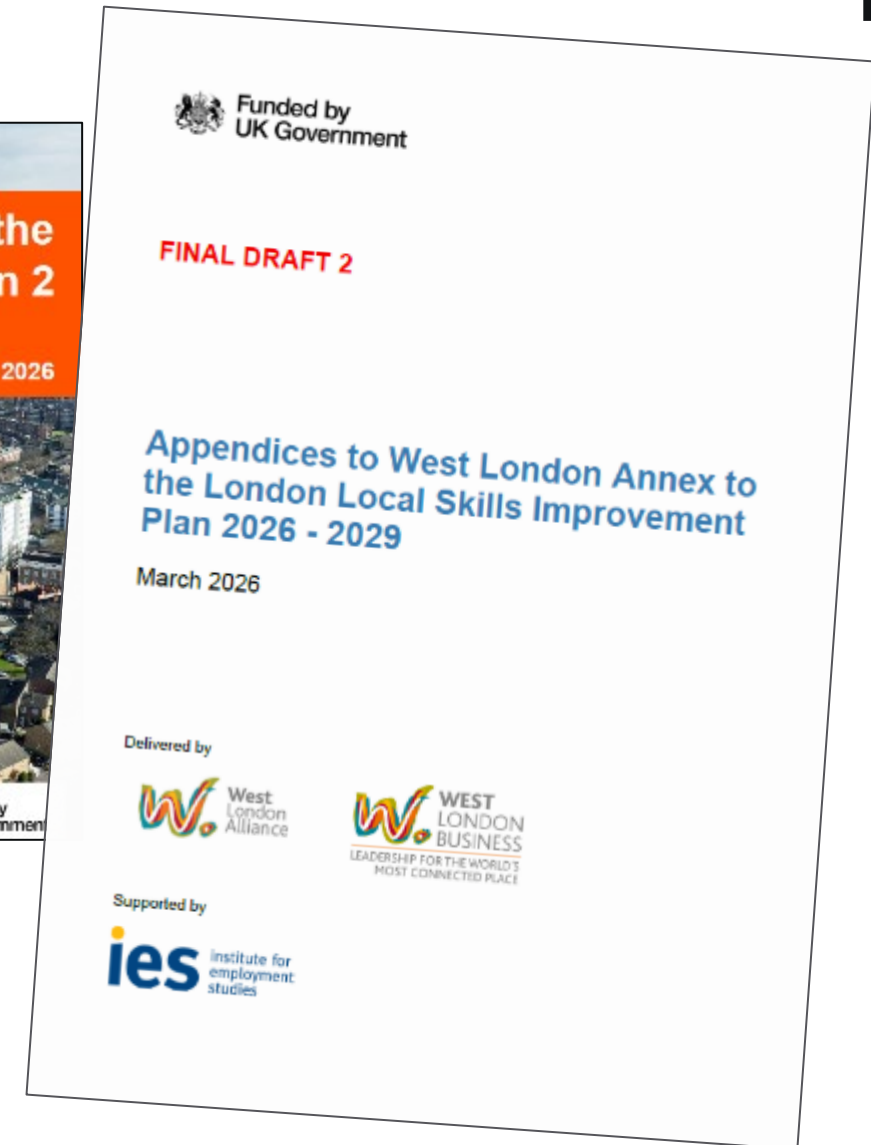
**FOOD & DRINK
INNOVATION &
SKILLS HUB**



North West London
HEALTH & SOCIAL CARE
SKILLS ACADEMY

WEST LONDON
CONSTRUCTION HUB

**Life Sciences
Innovation & Skills
Hub**



*Draft 2 now being reviewed by GLA;
Limited circulation to key local stakeholders*

END OF SLIDES